

Lessons Learned Preparing in Helping Large and Small Organizations prepare for their first SCAMPISM appraisal

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Overview

- The Premise of this session
- The Problems
- The Result
- A Suggested Solution and Practice
Implementation Indicator Descriptions (PIIDs)
- Recommendations
- Typical results in performing an organization's first appraisal (Backup Slides)

The Premise

The majority of early CMMI® presentations at previous conferences have been by organizations already familiar with the CMM and CMMI

- **Many already at CMM or CMMI Maturity Level 3 or higher**
- **Many are Transition Partners with the SEI and have internal experts, appraisers, and instructors that are familiar with PIIDS**

However other companies that do not have this experience reported on their experience transitioning to the CMMI and preparing for their first appraisal. This presentation reviewed four small and one large organization attempting to implement the CMMI. Several high level hurdles to overcome.

- **Ability and effort to understand the new model**
- **Relative effort to convert their processes to be fully CMMI compliant using the PIIDs**
- **Effort to prepare for and undergo a SCAMPISM appraisal (A, B or C)**

The Problem

Some Basic Problems in Implementing CMMI

Companies (Large and Small) reviewed are starting from the following premise:

- **They've have not paid the price to wrap up the learning curve on the model**
- **They have no infrastructure**
- **They have no lessons learned**
- **No monies allocated to sufficiently institutionalize practices and processes**
- **Lack of sufficient resources**
- **Unreal time frame expectations from senior management to achieve a Maturity or Capability Level**
- **Lack of senior management involvement to ensure progress is being made**



Some Basic Problems in Implementing CMMI (Cont'd -1)

- Project Managers are part of the technical project
- Process training (project management, process improvement and other appropriate training is not delivered in a timely fashion. This includes for example:
 - EPG training
 - MSG training
 - Process training
 - Estimation techniques
 - Quality Assurance auditing techniques
 - Measurement training
 - Project management training
 - Building schedules
 - Intro to CMMI course



Some Basic Problems in Implementing CMMI (Cont'd -2)

- EPG members do not understand their role; e.g., interfacing to the projects and the MSG

- People with the wrong skill sets are members of the EPG.
 - No software/systems engineering background
 - No interpersonal skills
 - No writing skills
 - No team building skills
 - Should have at least taken the Intermediate course and passed it. Of the five organizations in this study five members of the EPG took the Intermediate Concepts of CMMI course from the SEI and only two individuals on different EPG's passed it.

- They do not know what it takes to succeed in an appraisal and prepare their PIID documentation and personnel carefully for participation in the SCAMPI process

The End Result

The End Result

If you are just starting out in process improvement, you will likely have quantitatively different experiences than you expect

- **Effort to understand the CMMI model will be greater without the CMM experience as a basis. This is particularly true with organizations dealing with services (Help Desks, Training Service projects)**
- **Mapping your practices to the model and preparing the PIIDS will be incomplete because your early understanding of the model is incomplete**
- **Preparing for an appraisal will consume a lot of resources(e.g. in one organization preparing and successfully passing a SCAMPI Class A appraisal took over 2,000 hours including project personnel from 3 projects)**

The End Result (Cont'd -1)

- **Notifying the Lead Appraiser eight months ahead of time but having no time for the Lead Appraiser to review the CMMI Process Improvement Program. As a result when the Lead Appraiser does walk through the door for a SCAMPI Class C he/she finds that the entire process improvement program was placed in the hands of two EPG representatives. The results of the SCAMPI Class C showed a number of process problems relating to the Specific Practices in the Level 2 areas:**
 - **No processes/practices to deal with RTM's, scoping, estimating, measuring, quality assurance audits etc. Then the question is asked “ Do you think we can meet our management goal of attaining a Maturity Level/Capability Level in 30 days?**



The End Result (Cont'd -2)

- **Asking a Lead Appraiser to perform a SCAMPI Class A in 30 days?**
- **What about those Practice Implementation Indicator Descriptions?**
- **Dealing with the results of the first appraisal can be catastrophic if you aren't prepared**



Problems Preparing for the Appraisal – PIIDs (Cont'd –1)

CMMI appraisals are verification-based appraisals which rely on the organization identifying Process Implementation Indicator Descriptions (PIIDs) and collecting artifacts to prove the practices are implemented- not a discovery based effort (CBA-IPI or a SCE)

Immature organizations have trouble understanding how to fill out the PIIDs

- **Direct and Indirect Artifacts are confusing**
 - Object oriented practices vs. action oriented practices
 - One practice's direct artifact can be another practice's indirect artifact
- **A shotgun approach is used (list as many artifacts as you can think of)**
 - Usually none of the artifact(s) address the practice
- **Too general in terminology, not specific enough to show the practice is really implemented**
 - Meeting minutes, emails, action items
 - Actual examples of the above don't cover the practice in question

Problems Preparing for the Appraisal – PIIDs (Cont'd –2)

- **Appraisal teams will spend an inordinate amount of time separating the appropriate artifacts from the rest and “discovering” the real state of process implementation with immature organization**

Problems Preparing for the Appraisal/PIIDS - Politics

Organizations just starting out have a culture change problem to deal with

- Managers don't want to air their dirty linen so they are reluctant to be appraised
- Project teams haven't really bought into the CMMI yet so they are reluctant to get involved
- Everybody is busy and the organization doesn't want to disturb the projects
 - PIIDs will be filled out by a third party who's trained in the CMMI and in filling out PIIDs but without specific project knowledge, resulting in wasted effort trying to deal with the project team to get information
 - or
 - PIIDs will be filled out by project team members that may not have been fully trained on what is needed, resulting in repeated requests for more/better information on the PIIDs by the appraisal team

Organizations, where we have performed appraisals, tend to fill out the PIIDs for PP and PMC with “Project Plan” listed as the Direct Artifact for each practice. The DAR Practice filled out the PIIDS with the DAR Plan for each practice.



A Suggested Solution and PIDs

A Suggested Solution

A typical first step in most process improvement efforts (after the Introduction to CMMI training) is to map your practices against the CMMI to determine your objective evidence (PIID) gaps

- **Most organizations haven't documented their current practices**
 - It can be hard to tell what you do
 - It's easy to assume just because you know of a process, it's widely used in the organization
- **Most Level 1 organizations that have documented processes don't follow them**
 - They are not widely communicated
 - They are not integrated into a whole project "system" with supporting training, templates, and management encouragement
 - They are abandoned at the first sign of trouble

Using the Practice Implementation Indicator Descriptions (PIIDs) to help the team

Practice Implementation Indicator Descriptions (PIIDs)



- Practice implementation indicators are “footprints” which are evidence of the conduct or implementation of a practice.
- SCAMPI appraisals use practice implementation indicators as the focus to verify practice implementation.
- Verifying practice implementation is the review of Objective Evidence to determine whether a practice is implemented within a project and/or organization.

THE PROBLEM : “We really didn’t understand the dynamics of the CMMI model until we tried to prepare the PIIDS for the appraisal.”

Practice Implementation Indicator Description Types

Direct Artifacts

Indirect Artifacts

Affirmations

PIIDs include documents as well as information gathered from interviews with managers and practitioners.

Indicators provide a useful and reliable way of predicting that something is present or true.

Example: Automobile fuel gauge

Pros:

- can highly simplify repetitive and costly operations
- can be great time savers

Cons:

- can be misleading
- can be wrong

Direct Artifacts

- **Tangible output(s) resulting directly from implementation of a specific or generic practice**
- **Integral part of verifying practice implementation**
- **May be explicitly stated or implied by the practice statement or associated informative material**

Examples:

- **Typical work products listed in CMMI practices**
- **Target products of an “establish and maintain” specific practice**
- **Documents, deliverable products, training materials, etc.**

Indirect Artifacts

- **Artifacts that are a consequence of performing a specific or generic practice or that substantiate its implementation, but which are not the purpose for which the practice is performed.**
- **That is, an artifact exists but there is no indication of where it came from, who worked to develop it, or how it is used.**
- **Examples:**
Meeting minutes, review results, status reports, performance measures

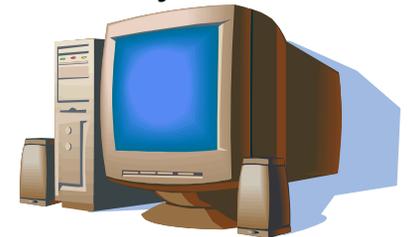
Affirmations

- Oral (interviews) or written statements confirming or supporting implementation of a specific or generic practice
- Usually provided by the practice implementers or other stakeholders
- May include interviews that are face-to-face, video conference or teleconference, or equivalent

Recommendations

Recommendations for preparing PIIDs from performing SCAMPI's with mature/immature organizations

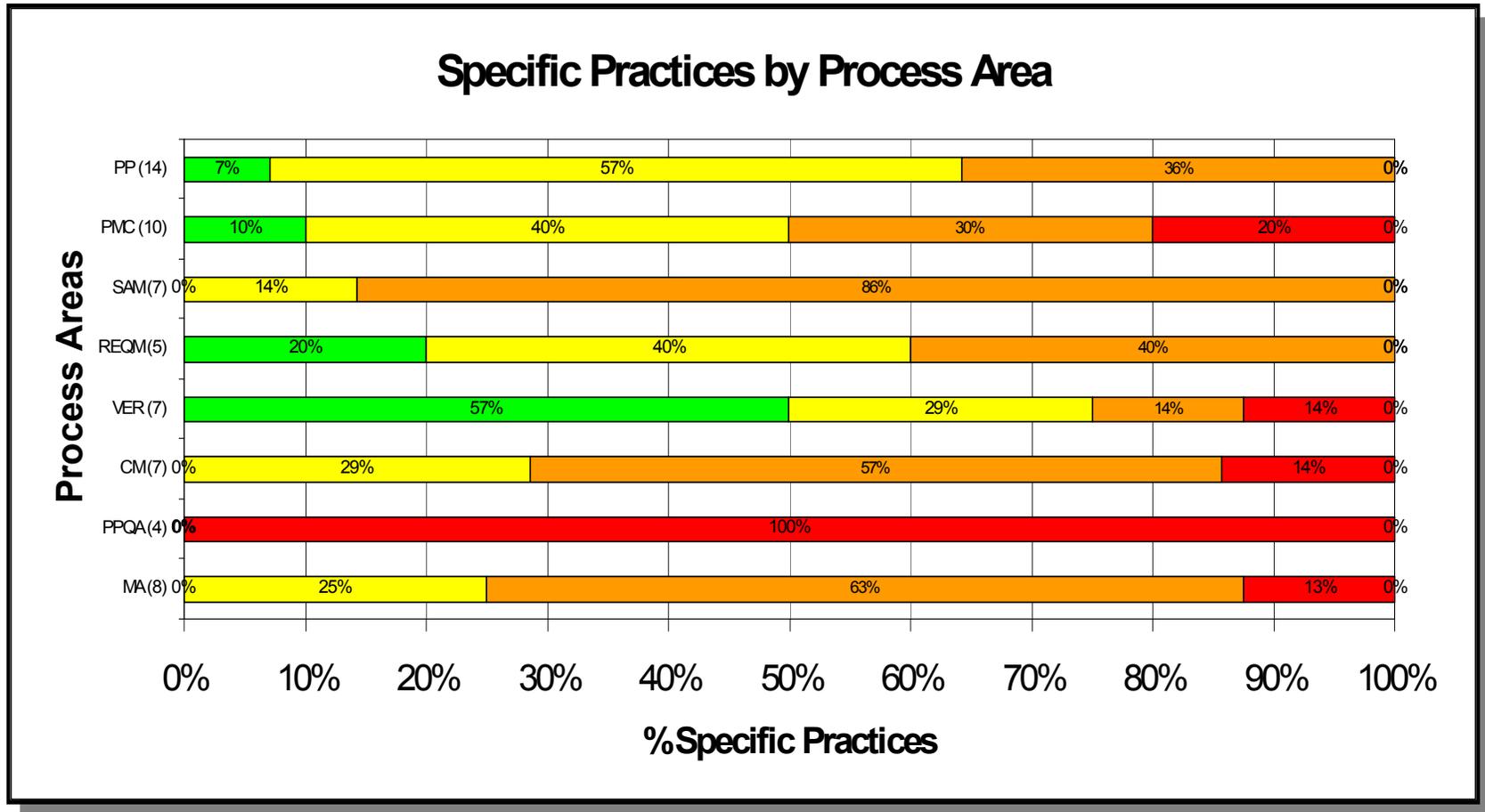
- **Mature organizations usually have employed one of the following techniques to resolve PIID issues:**
 - Provide a **“Process Improvement” Coach** to help the project teams resolve the direct vs. indirect objective evidence problem
 - An **Organization Process Group** that provides direction through a series of workshops
 - **“Tiger Team”** approach with projects
 - Bimonthly reviews of PIIDS by PPQA
 - Organizational PPQA provides oversight in conjunction with monthly reviews with Project Status reviews to senior management



Recommendations for preparing PIIDS from performing SCAMPI's with immature/mature organizations

- **Most Immature organizations do not dedicate the resources to Process Improvement to effectively fill out the PIIDS**
 - Work allocation is in the range of 10-20% of time allocated to process improvement- the rest is billable/project work
 - No understanding of the model
 - The EPG has little experience in process improvement
 - Do not have the CMM background to fall back on in terms of what is involved in process improvement
 - Time allowed by management to fill out PIIDS is minimal

Typical First Appraisal (Class C w/5 projects)



Typical First Appraisal (Class B w/5 projects)

		Process Areas								
		PP	PMC	SAM	REQM	VER	CM	PPQA	MA	
P r o j e c t G r e e n i c e t r i c e s	GP 2.1	Establish an Organizational Policy	Yellow							
	GP 2.2	Plan the Process	Orange	Orange	Orange	Orange	Yellow	Orange	Red	Orange
	GP 2.3	Provide Resources	Orange	Orange	Orange	Yellow	Yellow	Orange	Red	Orange
	GP 2.4	Assign Responsibility	Yellow	Yellow	Orange	Yellow	Yellow	Orange	Red	Orange
	GP 2.5	Train People	Yellow	Yellow	Orange	Orange	Orange	Orange	Red	Orange
	GP 2.6	Manage Configurations	Yellow	Orange	Orange	Yellow	Yellow	Orange	Red	Orange
	GP 2.7	Identify and Involve Relevant Stakeholders	Orange	Orange	Orange	Orange	Orange	Orange	Red	Red
	GP 2.8	Monitor and Control the Process	Red	Orange	Orange	Orange	Orange	Red	Red	Red
	GP 2.9	Objectively Evaluate Adherence	Red							
	GP 2.10	Review Status with Higher Level Management	Orange	Orange	Orange	Orange	Yellow	Orange	Red	Orange

Different Views – Specific Practices SCAMPI Class B – Can you tell which organizations were prepared?

	PP	PMC	SAM	REQM	VER	CM	PPQA	MA
SP 1.1	Green	Red	Orange	Green	Green	Orange	Red	Red
SP 1.2	Orange	Green	Orange	Orange	Green	Orange	Red	Orange
SP 1.3	Orange	Red	Yellow	Orange	Light Blue	Orange	Red	Orange
SP 1.4	Green	Red	Orange	Red	Light Blue	Orange	Red	Red
SP 1.5	White	Yellow	White	Orange	White	White	White	White
SP 1.6	White	Green	White	White	White	White	White	White
SP 1.7	White	Yellow	White	White	White	White	White	White
SP 2.1	Green	Green	Yellow	White	Orange	Red	Red	Yellow
SP 2.2	Red	Yellow	Orange	White	Green	Red	Red	Yellow
SP 2.3	Orange	Yellow	Yellow	White	Red	White	White	Green
SP 2.4	Green	White	Orange	White	White	White	White	Green
SP 2.5	Yellow	White	White	White	White	White	White	White
SP 2.6	Yellow	White	White	White	White	White	White	White
SP 2.7	Green	White	White	White	White	White	White	White
SP 3.1	Orange	White	White	White	Green	Red	White	White
SP 3.2	Yellow	White	White	White	Green	Red	White	White
SP 3.3	Green	White	White	White	White	White	White	White

	PP	PMC	SAM	REQM	VER	CM	PPQA	MA
SP 1.1	Green	Red	Light Blue	Green	Green	Green	Green	Yellow
SP 1.2	Green	Green	Light Blue	Green	Green	Green	Green	Green
SP 1.3	Green	Green	Light Blue	Green	Light Blue	Green	White	Green
SP 1.4	Green	Green	Light Blue	Green	Light Blue	Green	White	Red
SP 1.5	White	Orange	White	Green	White	White	White	White
SP 1.6	White	Green	White	White	White	White	White	White
SP 1.7	White	Green	White	White	White	White	White	White
SP 2.1	Green	Green	Light Blue	White	Orange	Orange	Green	Green
SP 2.2	Yellow	Green	Light Blue	White	Green	Orange	Green	Red
SP 2.3	Yellow	Green	Light Blue	White	Red	White	White	Red
SP 2.4	Orange	White	Light Blue	White	White	White	White	Orange
SP 2.5	Green	White	White	White	White	White	White	White
SP 2.6	Green	White	White	White	White	White	White	White
SP 2.7	Green	White	White	White	White	White	White	White
SP 3.1	Green	White	White	White	Green	Yellow	White	White
SP 3.2	Green	White	White	White	Green	Orange	White	White
SP 3.3	Orange	White	White	White	White	White	White	White

	PP	PMC	SAM	REQM	VER	CM	PPQA	MA
SP 1.1	Green	Red	Orange	Green	Green	Green	Red	Green
SP 1.2	Green	Green	Orange	Green	Green	Green	Orange	Green
SP 1.3	Green	Red	Orange	Green	Light Blue	Green	White	Orange
SP 1.4	Green	White	White	Red	Light Blue	White	White	Orange
SP 1.5	White	Green	White	Green	White	White	White	White
SP 1.6	White	Green	White	White	White	White	White	White
SP 1.7	White	Green	White	White	White	White	White	White
SP 2.1	Green	Green	Red	White	Green	Green	Red	Green
SP 2.2	Green	Green	Red	White	Green	Yellow	Red	Green
SP 2.3	Green	Green	Red	White	Red	White	White	Green
SP 2.4	Green	White	Green	White	White	White	White	Green
SP 2.5	Green	White	White	White	White	White	White	White
SP 2.6	Green	White	White	White	White	White	White	White
SP 2.7	Green	White	White	White	White	White	White	White
SP 3.1	Green	White	White	White	Green	Green	White	White
SP 3.2	Green	White	White	White	Green	Red	White	White
SP 3.3	Green	White	White	White	White	White	White	White

	PP	PMC	SAM	REQM	VER	CM	PPQA	MA
SP 1.1	Orange	Red	Light Blue	Green	Green	Green	Red	Red
SP 1.2	Green	Yellow	Light Blue	Green	Green	Orange	White	Green
SP 1.3	Red	Red	Light Blue	Green	Light Blue	Green	White	Green
SP 1.4	Red	Red	Light Blue	Red	Light Blue	White	White	Orange
SP 1.5	White	Red	White	Green	White	White	White	White
SP 1.6	White	Green	White	White	White	White	White	White
SP 1.7	White	Yellow	White	White	White	White	White	White
SP 2.1	Green	Green	Light Blue	White	Red	Green	Red	Green
SP 2.2	Red	Green	Light Blue	White	Green	Orange	Red	Green
SP 2.3	Green	Green	Light Blue	White	Orange	White	White	Green
SP 2.4	Green	White	Light Blue	White	White	White	White	Yellow
SP 2.5	Yellow	White	White	White	White	White	White	White
SP 2.6	Yellow	White	White	White	White	White	White	White
SP 2.7	Green	White	White	White	White	White	White	White
SP 3.1	Red	White	White	White	Green	Green	White	White
SP 3.2	Red	White	White	White	Green	Red	White	White
SP 3.3	Orange	White	White	White	White	White	White	White

	PP	PMC	SAM	REQM	VER	CM	PPQA	MA
SP 1.1	Orange	Red	Light Blue	Green	Green	Yellow	Red	Red
SP 1.2	Orange	Red	Light Blue	Green	Green	Yellow	Red	Red
SP 1.3	Orange	Red	Light Blue	Green	Light Blue	Yellow	White	Red
SP 1.4	Green	Red	Light Blue	Orange	Light Blue	White	White	Red
SP 1.5	White	Red	White	Orange	White	White	White	White
SP 1.6	White	Green	White	White	White	White	White	White
SP 1.7	White	Green	White	White	White	White	White	White
SP 2.1	Green	Red	Light Blue	White	Orange	Green	Red	Orange
SP 2.2	Green	Red	Light Blue	White	Green	Green	Red	Orange
SP 2.3	Orange	Red	Light Blue	White	Red	White	White	Red
SP 2.4	Green	White	Light Blue	White	White	White	White	Orange
SP 2.5	Orange	White	White	White	White	White	White	White
SP 2.6	Orange	White	White	White	White	White	White	White
SP 2.7	Orange	White	White	White	White	White	White	White
SP 3.1	Orange	White	White	White	Green	Green	White	White
SP 3.2	Orange	White	White	White	Green	Red	White	White
SP 3.3	Yellow	White	White	White	White	White	White	White

Any Questions or Comments?



Backup -Sample PIIDs Results

Interpreting the Results

Fully Implemented (FI)	<ul style="list-style-type: none"> •Direct artifacts present and appropriate •Supported by indirect artifact and/or affirmation •No weaknesses noted
Largely Implemented (LI)	<ul style="list-style-type: none"> •Direct artifacts present and appropriate •Supported by indirect artifact and/or affirmation •One or more substantial weaknesses noted
Partially Implemented (PI)	<ul style="list-style-type: none"> •Direct artifacts absent or judged inadequate •Artifacts or affirmations indicate some aspects of the practice are implemented •One or more substantial weaknesses noted <p>*Projects that have not reached the point in the life cycle to have produced the necessary direct artifacts are rated PI and this would be accounted for when the instantiations are aggregated at the OU level practice rating.</p>
Not Implemented (NI)	Any situation not covered by above

Different Views – Generic Practices

	PP	PMC	SAM	REQM	VER	CM	PPQA	MA
GP 2.1 Establish an Organizational Policy	Green	Green	Yellow	Green	Green	Yellow	Yellow	Yellow
GP 2.2 Plan the Process	Red	Red	Red	Orange	Green	Red	Red	Red
GP 2.3 Provide Resources	Orange	Orange	Red	Orange	Yellow	Red	Red	Red
GP 2.4 Assign Responsibility	Green	Green	Red	Red	Orange	Red	Red	Red
GP 2.5 Train People	Green	Green	Red	Red	Orange	Red	Red	Red
GP 2.6 Manage Configurations	Green	Red	Red	Orange	Green	Red	Red	Red
GP 2.7 Identify and Involve Relevant Stakeholders	Orange	Red	Red	Red	Yellow	Red	Red	Red
GP 2.8 Monitor and Control the Process	Red	Red	Red	Red	Yellow	Red	Red	Red
GP 2.9 Objectively Evaluate Adherence	Red							
GP 2.10 Review Status with Higher Level Management	Yellow	Orange	Red	Red	Yellow	Red	Red	Red

	PP	PMC	SAM	REQM	VER	CM	PPQA	MA
GP 2.1 Establish an Organizational Policy	Green	Green	Light Blue	Green	Green	Green	Green	Green
GP 2.2 Plan the Process	Green	Green	Light Blue	Green	Green	Green	Red	Yellow
GP 2.3 Provide Resources	Green	Green	Light Blue	Green	Green	Yellow	Orange	Orange
GP 2.4 Assign Responsibility	Green	Green	Light Blue	Green	Green	Green	Orange	Green
GP 2.5 Train People	Green	Green	Light Blue	Green	Green	Green	Orange	Red
GP 2.6 Manage Configurations	Green	Green	Light Blue	Green	Yellow	Green	Green	Green
GP 2.7 Identify and Involve Relevant Stakeholders	Red	Red	Light Blue	Yellow	Orange	Red	Green	Red
GP 2.8 Monitor and Control the Process	Orange	Orange	Light Blue	Green	Orange	Red	Orange	Red
GP 2.9 Objectively Evaluate Adherence	Orange	Orange	Light Blue	Red	Orange	Red	Orange	Red
GP 2.10 Review Status with Higher Level Management	Green	Yellow	Light Blue	Green	Orange	Yellow	Green	Yellow

	PP	PMC	SAM	REQM	VER	CM	PPQA	MA
GP 2.1 Establish an Organizational Policy	Green	Yellow	Light Blue	Green	Green	Green	Yellow	Green
GP 2.2 Plan the Process	Red	Yellow	Light Blue	Green	Yellow	Orange	Red	Yellow
GP 2.3 Provide Resources	Green	Green	Light Blue	Green	Green	Green	Red	Green
GP 2.4 Assign Responsibility	Green	Green	Light Blue	Green	Yellow	Orange	Red	Green
GP 2.5 Train People	Orange	Orange	Light Blue	Green	Orange	Green	Red	Red
GP 2.6 Manage Configurations	Green	Red	Light Blue	Green	Green	Green	Red	Green
GP 2.7 Identify and Involve Relevant Stakeholders	Green	Orange	Light Blue	Green	Orange	Yellow	Red	Red
GP 2.8 Monitor and Control the Process	Red	Red	Light Blue	Red	Red	Red	Red	Red
GP 2.9 Objectively Evaluate Adherence	Red	Red	Light Blue	Red	Red	Red	Red	Red
GP 2.10 Review Status with Higher Level Management	Yellow	Yellow	Light Blue	Orange	Green	Orange	Red	Orange

	PP	PMC	SAM	REQM	VER	CM	PPQA	MA
GP 2.1 Establish an Organizational Policy	Yellow	Yellow	Light Blue	Yellow	Yellow	Yellow	Yellow	Yellow
GP 2.2 Plan the Process	Red	Red	Light Blue	Red	Red	Red	Red	Red
GP 2.3 Provide Resources	Orange	Orange	Light Blue	Green	Green	Yellow	Red	Red
GP 2.4 Assign Responsibility	Orange	Red	Light Blue	Green	Orange	Red	Red	Red
GP 2.5 Train People	Orange	Red	Light Blue	Green	Orange	Red	Red	Red
GP 2.6 Manage Configurations	Orange	Red	Light Blue	Green	Green	Green	Red	Red
GP 2.7 Identify and Involve Relevant Stakeholders	Orange	Red	Light Blue	Orange	Invo	Orange	Red	Red
GP 2.8 Monitor and Control the Process	Red	Red	Light Blue	Red	Green	Red	Red	Red
GP 2.9 Objectively Evaluate Adherence	Red	Red	Light Blue	Red	Red	Red	Red	Red
GP 2.10 Review Status with Higher Level Management	Yellow	Yellow	Light Blue	Red	Yellow	Red	Red	Red

	PP	PMC	SAM	REQM	VER	CM	PPQA	MA
GP 2.1 Establish an Organizational Policy	Green	Yellow	Light Blue	Green	Green	Green	Yellow	Green
GP 2.2 Plan the Process	Red	Yellow	Light Blue	Green	Green	Orange	Red	Yellow
GP 2.3 Provide Resources	Green	Green	Light Blue	Green	Yellow	Orange	Red	Green
GP 2.4 Assign Responsibility	Orange	Orange	Light Blue	Green	Orange	Green	Red	Red
GP 2.5 Train People	Green	Red	Light Blue	Green	Green	Green	Red	Green
GP 2.6 Manage Configurations	Green	Orange	Light Blue	Green	Orange	Yellow	Red	Red
GP 2.7 Identify and Involve Relevant Stakeholders	Red	Red	Light Blue	Red	Red	Red	Red	Red
GP 2.8 Monitor and Control the Process	Red	Red	Light Blue	Red	Red	Red	Red	Red
GP 2.9 Objectively Evaluate Adherence	Red	Red	Light Blue	Red	Red	Red	Red	Red
GP 2.10 Review Status with Higher Level Management	Yellow	Yellow	Light Blue	Orange	Green	Orange	Red	Orange

	PP	PMC	SAM	REQM	VER	CM	PPQA	MA
GP 2.1 Establish an Organizational Policy	Green	Green	Green	Green	Green	Green	Yellow	Green
GP 2.2 Plan the Process	Yellow	Yellow	Orange	Green	Green	Green	Red	Yellow
GP 2.3 Provide Resources	Green	Green	Orange	Green	Green	Green	Red	Green
GP 2.4 Assign Responsibility	Green	Green	Orange	Green	Green	Green	Red	Green
GP 2.5 Train People	Green	Green	Orange	Green	Yellow	Green	Red	Orange
GP 2.6 Manage Configurations	Green	Green	Orange	Green	Green	Green	Red	Green
GP 2.7 Identify and Involve Relevant Stakeholders	Green	Orange	Orange	Green	Orange	Yellow	Red	Orange
GP 2.8 Monitor and Control the Process	Yellow	Green	Orange	Red	Red	Green	Red	Orange
GP 2.9 Objectively Evaluate Adherence	Red	Red	Orange	Red	Red	Orange	Red	Red
GP 2.10 Review Status with Higher Level Management	Yellow	Yellow	Light Blue	Orange	Green	Orange	Red	Orange

SCAMPI Class A Level 3 SE/SW Goal Profile (3rd effort towards achieving a Maturity Level 3)

ORGANIZATIONAL UNIT CHARACTERIZATION AND GOAL/PA RATING MAP													
(actual Assignments)													
Practice >>	Goal	x.1	x.2	x.3	x.4	x.5	x.6	x.7	x.8	x.9	x.10	x.11	x.12
Process Area >>>>>>>>>>													
RD	SG1	S	FI	FI									
RD	SG2	S	FI	FI	FI								
RD	SG3	S	FI	FI	FI	FI	FI						
RD	GG3	S	FI	FI	FI								
TS	SG1	S	FI	FI	FI								
TS	SG2	S	FI	FI	FI	FI							
TS	SG3	S	FI	FI									
TS	GG3	S	FI	FI	FI								
PI	SG1	S	FI	FI	FI								
PI	SG2	S	FI	FI									
PI	SG3	S	FI	FI	FI	FI							
PI	GG3	S	FI	FI	FI								
VER	SG1	S	FI	FI	FI								
VER	SG2	S	FI	FI	LI								
VER	SG3	S	FI	FI									
VER	GG3	S	FI	FI	FI								
VAL	SG1	S	FI	FI	FI								
VAL	SG2	S	FI	FI									
VAL	GG3	S	FI	FI	FI								
OPF	SG1	S	FI	FI	FI								
OPF	SG2	S	FI	FI	FI	FI							
OPF	GG3	S	FI	FI	FI								
OPD	SG1	S	FI	FI	FI	LI	FI						
OPD	GG3	S	FI	FI	FI								
OT	SG1	S	FI	FI	FI	FI							
OT	SG2	S	FI	FI	FI								
OT	GG3	S	FI	FI	FI								
IPM	SG1	S	FI	LI	FI	FI	FI						
IPM	SG2	S	FI	FI	FI								
IPM	SG3	NA	NA	NA									
IPM	SG4	NA	NA	NA	NA								
IPM	GG3	S	FI	FI	FI								
RSKM	SG1	S	FI	FI	FI								
RSKM	SG2	S	FI	FI									
RSKM	SG3	S	FI	FI									
RSKM	GG3	S	FI	FI	FI								
IT	SG1	NA	n										
IT	SG2	NA											
IT	GG3	NA											
ISM	SG1	NA											
ISM	SG2	NA											
ISM	GG3	NA											
DAR	SG1	S	FI	FI	FI	FI	FI	FI					
DAR	GG3	S	FI	FI	FI								
OEI	SG1	NA	NA	NA	NA								
OEI	SG2	NA	NA	NA	NA								
OEI	GG3	NA	NA	NA									

1 organization